Lessons Learned

- Assignment of a project team - physician and administrative leader from LHI
  - Final decision-making authority to resolve operational problems expediently
  - Human resource organizational development consultant should have been on the project team
- Cultural transformation necessary for long-term success did not commence until the Executive Director was hired
- Face the issues of who is going to fill what role upfront
  - Right leadership in place in a timely manner could have made all the difference

Lessons Learned

- Integration placed physicians in a position to meet the demands of the managed care marketplace
  - But the practices needed to be streamlined and more cost effective in a timely fashion
- The development of a corporate culture is vital to the success
  - Culture that nurtures physicians/staff about cost effectiveness should be a top priority
- Education and training on business management to all staff

Lessons Learned

- Importance of being open to change
  - Lapsley stressed you can’t come to the table with a fixed agenda
  - All employees need to continuously ask what can be done to produce cost-effective care
- Align financial incentives throughout the system
- Communication with board members, physicians and others is crucial